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BC Public Service Agency

2006/07 – 2008/09 SERVICE PLAN

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Message from the Minister and Accountability Statement

It is my pleasure to present the 2006/07 – 2008/09 Service Plan for the BC Public Service Agency. Premier Gordon Campbell and I strongly believe that excellence in the public service is vital, because directly or indirectly the people who work for the provincial government affect the lives of every British Columbian.

The BC Public Service Agency is committed to attracting, recruiting and retaining the highest calibre employees to our public service. It is also committed to ongoing professional development, to ensure the design and delivery of efficient and effective government programs and services.

Similar to other jurisdictions we must confront the challenges imposed by an aging workforce, shortages in specific professions, and a demand for talent in both the public and private sector. By working in partnership with its ministry/agency clients I am confident the BC Public Service Agency will meet those challenges, and will position the government's workforce for the future.

Government has recently raised the profile on education, health care, safer communities, and other priority services. The Agency will play an ongoing leadership role to fulfill the human resources challenges associated with this enhanced focus. Our citizens can depend on a knowledgeable, innovative, and responsive public service that assists them in achieving successful and productive lives, essential to our province's success on local, national, and international stages.

The strength of our public service depends on employees who are motivated and supported to reach their highest potential. This Service Plan outlines the strategies the BC Public Service Agency will implement over the next few years to lead and support public service excellence.

As Minister responsible, I believe this plan will contribute to a public service of the highest standard. The 2006/07 – 2008/09 BC Public Service Agency Service Plan was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared. All material fiscal assumptions and policy decisions as of February 10, 2006 have been considered in preparing the plan and I am accountable for achieving the specific objectives in the plan.

Ida Chong

Honourable Ida Chong
Minister of Community Services

February 10, 2006

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Agency Overview

Purpose of Agency

The BC Public Service Agency provides leadership and services in people management.

The Agency was formed in 2003 to provide a consolidated human resource service to the public service. As established in the *Public Service Act*, the Agency supports its clients (government ministries/agencies, etc.) in achieving their human resource needs and improving overall effectiveness of the public service through the provision of human resource management policies and frameworks and a variety of human resource services, products and programs.

The Agency has six core business areas that contribute to developing an innovative and responsive public service whose employees are motivated and supported to reach their highest potential. The core businesses include: Business Transformation and Learning Division, Client Services, Talent Management, Employee Relations; Compensation, Benefits and Policy; and Executive and Support Services.

The Agency has realigned its focus and priorities towards a fully integrated approach to managing talent in the BC public service within a supportive policy, labour relations and client services environment. To reflect this realignment, the goals, objectives and performance measures presented in this service plan are significantly different than last year. This new approach is also reflective of the role that the Agency plays in the stewardship of the HR function in relationship to the ministries. As the result, the achievement of these results will be in partnership with ministries and will provide a better measure of how the public service as a whole is doing in relation to the management of its human resources.

Goal #1: Government is supported by a professional public service that has the knowledge, skills and abilities to achieve current and future objectives.

Goal #2: The public service promotes a safe and healthy workplace that supports the well-being of employees.

Goal #3: The public service is a versatile workforce that can adapt to meet changing needs.

Goal #4: Public service employees understand their roles, how their work contributes to achieving the goals of government and are focused on results.

Goal #5: Public Service employees exhibit the highest standards of conduct.

Vision, Mission and Values

Vision

To be the leader in Canada and recognized internationally for public service excellence.

Mission

The BC Public Service Agency provides leadership and services that support public service excellence.

Values

Fulfillment of our Mission depends on a skilled workforce operating in an innovative and accountable culture, an integrated approach to service delivery and an emphasis on providing the tools and programs to support the public service to achieve their highest potential. Our values below guide us in attaining our goals and are related to our objectives and the measures we have developed to gauge our success in meeting them.

- We provide professional, cost-effective and accountable service.
- Our relationship with our clients is respectful, open and collaborative.
- Through teamwork, we trust and support each other and work across organizational boundaries.
- We model the human resource practices that we wish to see throughout the public service.

Strategic Context

Planning Context and Key Strategic Issues

The government Strategic Plan for 2005/06 - 2007/08 calls for the achievement of Five Great Goals for a Golden Decade in order to realize the long term vision for British Columbia as a prosperous and just province, whose citizens achieve their full potential and have confidence in the future. The British Columbia Public Service is vital to making government's goals a reality.

To ensure success, the public service needs to have the right people in the right place at the right time, and we must do so in the face of significant challenges.

Strategic HR Challenges

Thirty-five per cent of all senior executives in the BC Public Service will be eligible to retire by 2010. Thirty-two per cent of middle managers (ML6-8) are positioned to leave the organization within the same time frame. Competition for talent is increasing across the public and private sectors in the face of aging workforces, lower unemployment rates, and an increasing demand for more skills, knowledge, experience and education.

In the face of this challenge, we must continually assess our ability to recruit and retain highly-skilled people and make the adjustments necessary to better position the public service to compete.

Our policy environment must be updated to ensure our human resource management practices are in line with other progressive organizations.

It means aggressively pursuing changes that will lead to improved employee engagement[1] ratings as recommended by the Auditor General. The Public Service will take on the responsibility to survey annually and to report on progress as part of the service plan report.

It also means that we need to continue to shift to a "results-focused" organization and reward performance accordingly.

HR Shared Services Model

A shared service model for human resources (HR) was established in 2003.
The implementation of the new model resulted in the standardization of practices across ministries, cost savings and improvements to processes and services. In 2006/07 the Public Service Agency will strive to improve client service and will focus on addressing the strategic imperatives facing the public service.

To meet this need, the Agency will become more focused in assisting ministries to achieve their strategic objectives and in helping them ensure that they are able to develop a workforce that is client-centred and known for exceptional public service.

[1] Employee engagement is a measure of an employees' commitment to the organization and their level of job satisfaction.

Core Business Areas

The BC Public Service Agency has six core business areas.

1. Business Transformation and Learning Division

The Business Transformation and Learning core business facilitates transformative change within the human resource function in order to continue to enhance client satisfaction, improve efficiency, reduce costs, and increase innovation. This division also provides a suite of learning services transition services, and employee rewards and recognition.

2. Client Services

The Client Services core business provides a full range of day-to-day human resource consulting and related human resource services and programs delivered on a regional basis to assist clients in meeting their business goals.

3. Talent Management

The Talent Management core business is responsible for leadership and services in the areas of workforce and succession planning, hiring and deployment, and employee development and integration. In addition, the division is responsible for all services provided by the Leadership Centre, which exists to recruit, deploy and develop senior leaders across the public service.

4. Employee Relations

The Employee Relations core business delivers a full range of labour relations and workforce adjustment services including negotiation and administration of collective agreements, labour relations advice and dispute resolution.

5. Compensation, Benefits and Policy

The Compensation Benefits and Policy core business provides services in compensation, safety, health, disability case management, benefits, and terms and conditions of employment for excluded staff. The Division is also responsible for policy and program development for these business lines. It is responsible for the Agency's policy coordination and legislation. It manages the Community Services Fund, a public service wide annual drive for and disbursement of charitable donations.

6. Executive and Support Services

This Executive and Support Services core business provides for the executive direction of the BC Public Service Agency, administrative support services, policy and program development, communications, strategic planning, performance management and provides support to independent offices. Other administrative services, including financial, human resources, information systems, facilities management, freedom of information, protection of privacy, planning and performance management are provided by the Ministry of Finance.

Resource Summary

Core Business Areas	2005/06 Restated Estimates[1]	2006/07 Estimates	2007/08 Plan	2008/09 Plan
Operating Expenses ($000)				
Business Transformation and Learning Division	1,114	1,264	1,472	1,680
Client Services	10,885	11,156	8,747	8,747
Talent Management	603	1,188	1,068	1,068
Employee Relations	3,163	3,240	3,073	3,073
Compensation, Benefits and Policy	4,146	4,196	3,632	3,632
Executive and Support Services	4,198	4,474	4,646	4,668
Total	**24,109**	**25,518**	**22,638**	**22,868**
Full-time Equivalents (FTEs)				
Business Transformation and Learning Division	10	10	10	10
Client Services	171	171	171	171
Talent Management	17	17	17	17
Employee Relations	35	35	35	35
Compensation, Benefits and Policy	125	125	125	125
Executive and Support Services	5	5	5	5
Total	**363**	**363**	**363**	**363**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Business Transformation and Learning Division	3,000	984	1,299	1,299
Executive and Support Services	300	270	270	270
Total	**3,300**	**1,254**	**1,569**	**1,569**

[1] These amounts have been restated, for comparative purposes only, to be consistent with the presentation of the 2006/07 *Estimates*. Schedule A of the *Estimates* presents a detailed reconciliation.

Goals, Objectives, Strategies and Results

Overview

Agency Goals

Public service employees working to meet the needs of BC are vital to making government's goals a reality.

In the September 2005, Strategic Plan Update, government commits to re-invest in its public service by:

- Continuing to build on its leadership training initiatives started in the last four years; and
- Stepping up its efforts related to succession planning, increasing the diversity of the public service and the work experiences afforded to staff.

Cross Ministry Initiatives

This service plan identifies goals and strategies that support government's vision for a strong public service. The following initiatives are being led by the Public Service Agency with endorsement and participation by all ministries.

Talent Management — A strategy to acquire, deploy, develop, engage and retain human resources across the Public Service in order to achieve outstanding results.

Policy Framework — Implementation of modern HR policies that support the recruitment, motivation, development and retention of a high performing public service.

Employee Relations — A comprehensive and coherent labor strategy that addresses current and emerging labor relations issues, and supports ministries' plans for future change as well as government's vision for the Public Service.

Shared Services — A client-centred service delivery strategy to ensure improved HR services that position our clients and customers to be successful in the management of their human resources and to realize their business objectives.

The agency also plays an integral role in multiple cross ministry initiatives through its overarching responsibilities for facilitating excellence in public service. Specific participation in cross ministry initiatives include:

- Employment strategy for people with disabilities;
- Policy direction on mandatory retirement;
- Supporting ministries in developing a new relationship with First Nations people;

- Supporting citizen-centred service delivery by increasing diversity and strategically developing the workforce; and
- Implementing workplace wellness strategies with the public service that support the ActNow initiative.

Performance Plan

Goal 1: *Government is supported by a professional public service that has the knowledge, skills and abilities to achieve current and future objectives.*

The BC Public Service faces a potential labour shortage brought on by an aging population and increasing competition in the marketplace. At the same time, the public service is undergoing significant transformation and will need to ensure the right skills are available in the right place at the right time to deliver critical public services. The Agency will improve and streamline hiring policy, process and tools for hiring managers across government to facilitate faster and better hiring decisions. To attract high quality applicants, the BC Public Service must be not just visible in the labour market but considered an attractive employer.

This goal is vital to ensure the continuation of a high quality public service.

Core Business Area: *All.*

Objective 1: *The recruitment policy, process and tools in the BC provincial government facilitate hiring of highly competent employees.*

Key Strategies:

- Facilitate Workforce Planning activities across government and lead the development of a revised Corporate Human Resource Plan.
- Facilitate targeted recruitment campaigns.
- Provide training and tools to support managers to make sound hiring decisions.

Objective 2: *The BC provincial government is recognized as an attractive employer.*

Key Strategies:

- Implement a Marketing and Branding program to raise the visibility and appeal of government as an employer.

Performance Measures and Targets

Performance Measures	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target
Percentage of managers who report they are able to attract the talent they need.	Being Developed [1]	Being Developed [1]	Being Developed [1]	Being Developed [1]
Percentage of managers who report they are able to retain the talent they need.	Being Developed [1]	Being Developed [1]	Being Developed [1]	Being Developed [1]

[1] As the planning and mandate for FY06/07 and beyond has yet to be finalized, the information to develop the baseline and the targets is not yet available.

Goal 2: *The public service promotes a safe and healthy workplace that supports the well-being of employees.*

Core Business Area: *Compensation Benefits and Policy Division.*

Objective 1: *Safe workplaces.*

Key Strategies:

- Develop an occupational safety strategic plan for the public service.
- Provide client organizations the direction, knowledge, tools and support necessary to implement and maintain effective safety management programs.
- Enhance safety reporting.

Objective 2: *Safe and timely returns to work for individuals who are ill or injured.*

Key Strategies:

- Reposition the Disability Case Management function so that specialized expertise is available to clients and employees as needed.
- Implement enhanced reporting for clients.

Objective 3: *Healthy and productive work environments.*

Key Strategies:

- Evaluate needs and develop a health strategy proposal for the public service.
- Develop and implement appropriate workplace programs and tools that are available to help reduce health risks.
- Assess needs and implement regular reporting.

Performance Measure and Targets

Performance Measure	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target
Percentage of employees who say that a safe and healthy workplace exists in my work unit.	Being Developed [1]	Being Developed [1]	Being Developed [1]	Being Developed [1]

Note 1: As the planning and mandate for FY06/07 and beyond has yet to be finalized, the information to develop the baseline and the targets is not yet available.

Goal 3: *The public service is a versatile workforce that can adapt to meet changing needs.*

Core Business Area: *Talent Management.*

Objective 1: *Refocus our investments in learning to accelerate the development of people for key roles across the public service.*

Key Strategies:

- Target learning to key and critical roles.
- Implement a comprehensive succession management programs to prepare employees for new assignments across the organization.
- Target developmental assignments to areas of highest need.

Objective 2: *Provide structured means to share knowledge across the organization.*

Key Strategies:

- Implement initiatives designed to improve the transfer of knowledge and the sharing of best practices.

Objective 3: *Foster continuous learning across the organization.*

Key Strategies:

- Provide career management tools for all employees.
- Balance the focus of employee learning between formal and informal opportunities to learn job related skills.

Performance Measures and Targets

Performance Measures	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target
Percentage of managers who report their employees have the skills to meet current and future needs.	Being Developed [1]	Being Developed [1]	Being Developed [1]	Being Developed [1]

Note 1: As the planning and mandate for FY06/07 and beyond has yet to be finalized, the information to develop the baseline and the targets is not yet available.

Goal 4: *Public service employees understand their roles, how their work contributes to achieving the goals of government, and are focused on results.*

A public service striving for service excellence and innovation requires a workforce that is engaged, flexible to adjust to emerging priorities and supported to get the right results. Performance management practices vary widely across government and better tools to support ministries in managing performance across the public service are required. This goal is intended to ensure employee understanding of their roles and to focus their contributions to most effectively support the organization's goals and objectives.

Core Business Area: *Talent Management, Business Transformation and Learning.*

Objective 1: *Employee engagement[2] is measured, addressed and improved.*

Key Strategies:

- Implement annual engagement survey and develop strategies to address issues that arise out of the survey results.
- Benchmark engagement across Canada.

Objective 2: *Employees receive a strong orientation to their jobs and the public service.*

Key Strategies:

- Implement a corporate orientation program.

Objective 3: *Facilitate performance management best practices.*

Key Strategies:

- Provide tools to improve how government manages employee performance.
- Align employee performance management processes with government strategic and business planning processes.

Performance Measures and Targets

Performance Measures	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target
Employee Engagement Rating.	53% (as at November 2003)	Being Developed [1]	Being Developed [1]	Being Developed [1]
Percentage of employees who understand how their work contributes to achieving Service Plan objectives.	70% (as at November 2003) [2]	Baseline + 5% points	06/07 target + 5% points	07/08 target + 5% points
Percentage of employees who have had a formal performance review in the last year.	41% 2005 OAG Report	Baseline + 5% points	06/07 + 10% points	07/08 + 5% points

Note 1: As the planning and mandate for FY06/07 and beyond has yet to be finalized, the information to develop the baseline and the targets is not yet available.

Note 2: Source: OAG report used "department goals" and had a baseline of 70%.

[2] Employment engagement is a measure of an employees' commitment to the organization and their level of job satisfaction.

Goal 5: *Public Service employees exhibit the highest standards of conduct.*

The public service is held to a high standard due to its responsibility to the citizens of British Columbia. In order to ensure the standard is met, individual public servants must be keenly aware of the expectations of them in terms of their work and conduct on the job.

Core Business Area: *All.*

Objective 1: *Ensure all employees fully understand their roles and obligations as public servants.*

Key Strategy:

- Implement an annual program for all employees to ensure their understanding of and commitment to the standards expected of all public servants.

Performance Measure and Targets

Performance Measures	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target
Percentage of employees who demonstrate knowledge of their responsibilities and obligations as a public servant.	Being Developed [1]	Being Developed [1]	Being Developed [1]	Being Developed [1]

Note: 1: As the planning and mandate for FY06/07 and beyond has yet to be finalized, the information to develop the new baseline and the targets is not yet available.

Agency Performance Plan Summary

Five Great Goals

The Agency provides leadership in human resource management services to enable ministries to realize all five of the Five Great Goals.

BC Public Service Agency Mission

The BC Public Service Agency provides leadership and services that support public service excellence.

Agency Goals	Agency Objectives	Performance Measures
1. Government is supported by a professional public service that has the knowledge, skills and abilities to achieve current and future objectives.	1.1 The recruitment policy, process and tools in the BC provincial government facilitate hiring of highly competent employees.	Percentage of managers who report they are able to attract the talent they need.
	1.2 The BC provincial government is recognized as an attractive employer.	Percentage of managers who report they are able to retain the talent they need.
2. The public service promotes a safe and healthy workplace that supports the well-being of employees.	2.1 Safe workplaces.	Percentage of employees who say that a safe and healthy workplace exists in my work unit.
	2.2 Safe and timely returns to work for individuals who are ill or injured.	
	2.3 Healthy and productive work environments.	
3. The public service is a versatile workforce that can adapt to meet changing needs.	3.1 Refocus our investments in learning to accelerate the development of people for key roles across the organization.	Percentage of managers who report their employees have the skills to meet current and future needs.
	3.2 Provide structured means to share knowledge across the organization.	
	3.3 Foster continuous learning across the organization.	
4. Public service employees understand their roles, how their work contributes to achieving the goals of government and are focused on results.	4.1 Employee engagement is measured, addressed and improved.	Employee Engagement Rating.
	4.2 Employees receive strong orientation to their jobs and the public service.	Percentage of employees who understand how their work contributes to achieving Service Plan objectives.
	4.3 Facilitate performance management best practices.	Percentage of employees who have had a formal performance review in the last year.
5. Public Service employees exhibit the highest standards of conduct.	5.1 Ensure all employees fully understand their roles and obligations as public servants.	Percentage of employees who demonstrate knowledge of their responsibilities and obligations as a public servant.

Related Initiatives and Planning Processes

Regulatory Reform

The Agency will continue to build on the foundation of Deregulation and move to SMART Regulation as indicated in the following table.

Objective	Performance Measure	2005/06 Target	2006/07 Target	2007/08 Target	2008/09 Target
0% increase to regulatory requirements throughout 2008/09.	Regulatory requirements maintained at June 2004 baseline.	2,785 (June 2004 baseline)	2,785 (0% increase)	2,785 (0% increase)	2,785 (0% increase)

Information Resources Management Plan

The BC Public Service Agency Information Resource Management overview is available on the Agency website at: http://www.bcpublicservice.ca/reports/irmp/.

Client-Centred Service Delivery

The Agency is an internal to government focused service delivery to enable government to provide the delivery of services to the public. Key to this is a strong and diverse public service that is capable of responding to changing public expectations. This service plan is designed to support client-centred service delivery.

Appendix

Glossary

Agency: refers to the BC Public Service Agency.

Client: refers to the Deputy Ministers or the Heads of Agencies entering into individual Service Level Agreements with the BC Public Service Agency.

Customer: refer to the actual users of the services of the BC Public Service Agency including executives, managers, employees and employee representatives that interact with or receive services from the Agency.

HR: refers to human resource(s).